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UNITED STATES DEPARTMENT OF AGRICULTURE

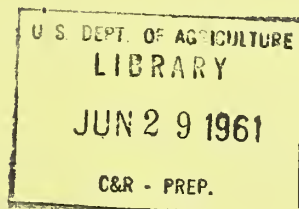
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NEW ENGLAND

TRAINING IN ADMINISTRATIVE MANAGEMENT

WORKSHOP

APRIL 4 - 8, 1960



366

At

Littauer Center
Harvard University
Cambridge, Massachusetts

986212

PROGRAM

NEW ENGLAND TAM (TRAINING IN ADMINISTRATIVE MANAGEMENT) WORKSHOP

Littauer Center, Harvard University
Cambridge, Massachusetts

April 4 - 8, 1960

MONDAY, APRIL 4, 1960

MORNING - Presiding: Leslie C. Kimball, State Administrative Officer
Massachusetts State ASC Office, Amherst, Mass.

9:30 A.M. Introductions and Announcements H. Sidney Vaughan, Head, Extension
Division of Agriculture, Massachusetts

Welcome Don K. Price, Dean, Harvard University
Graduate School of Public Administration

Objectives and Ground Rules Leslie C. Kimball, State Admin. Officer
Massachusetts State ASC Office

AFTERNOON - Presiding: Harris W. Soule, Northeast Area Director
USDA, CSS, Washington, D. C.

1:00 P.M. Fundamentals of Management Henry G. Herrell, Ass't. Admin. for
Management, AMS, USDA, Washington, D.C.

Discussion All Participants

TUESDAY, APRIL 5, 1960

MORNING - Presiding: Gregory Curtis, County Agent, Middlesex County
Extension Service, Connecticut

8:30 A.M. Principles of Communication Gilbert Mottla, Woodbridge Brown
Agricultural Communications, U. of Mass.

Discussion All Participants

AFTERNOON - Presiding: Charles Turner, Director, Worcester County
Extension Service, Massachusetts

1:00 P.M. Improving Internal Communications Stanley T. Dingman, Director
Public Relations, John Hancock Mutual
Life Insurance Company, Boston, Mass.

Discussion All Participants

Evening Session Informal Discussion - Broader Understanding of USDA All Participants

WEDNESDAY, APRIL 6, 1960

MORNING - Presiding: Merle Howes, Head, Extension Division of Youth Work
Extension Service, Massachusetts

8:30 A.M. Principles of Human Relations Kenneth D. Benne, Director
Human Relations Center, Boston University

Discussion All Participants

AFTERNOON - Presiding: H. Sidney Vaughan, Head, Extension Division
of Agriculture, Massachusetts

1:00 P.M. Strengthening Human Relations Arnold Judson, Director of Individual
Training, Polaroid Co., Cambridge, Mass.

Discussion All Participants

THURSDAY, APRIL 7, 1960

MORNING - Presiding: A. C. Hackendorf, Agricultural Statistician
AMS, Boston, Massachusetts

8:30 A.M. Management Evaluation Howard Davis, Deputy Director Food
and Analysis Distribution Div., AMS, Washington, D.C.

Discussion All Participants

AFTERNOON - Presiding: Myron V. Van Kirk, Federal-State Supervisor
Fruit and Vegetable Division, AMS, Maine

1:00 P.M. Decision Making Robbin Hough, Department of Industrial
Relations, M.I.T., Cambridge, Mass.

Applying the Process All Participants

FRIDAY, APRIL 8, 1960

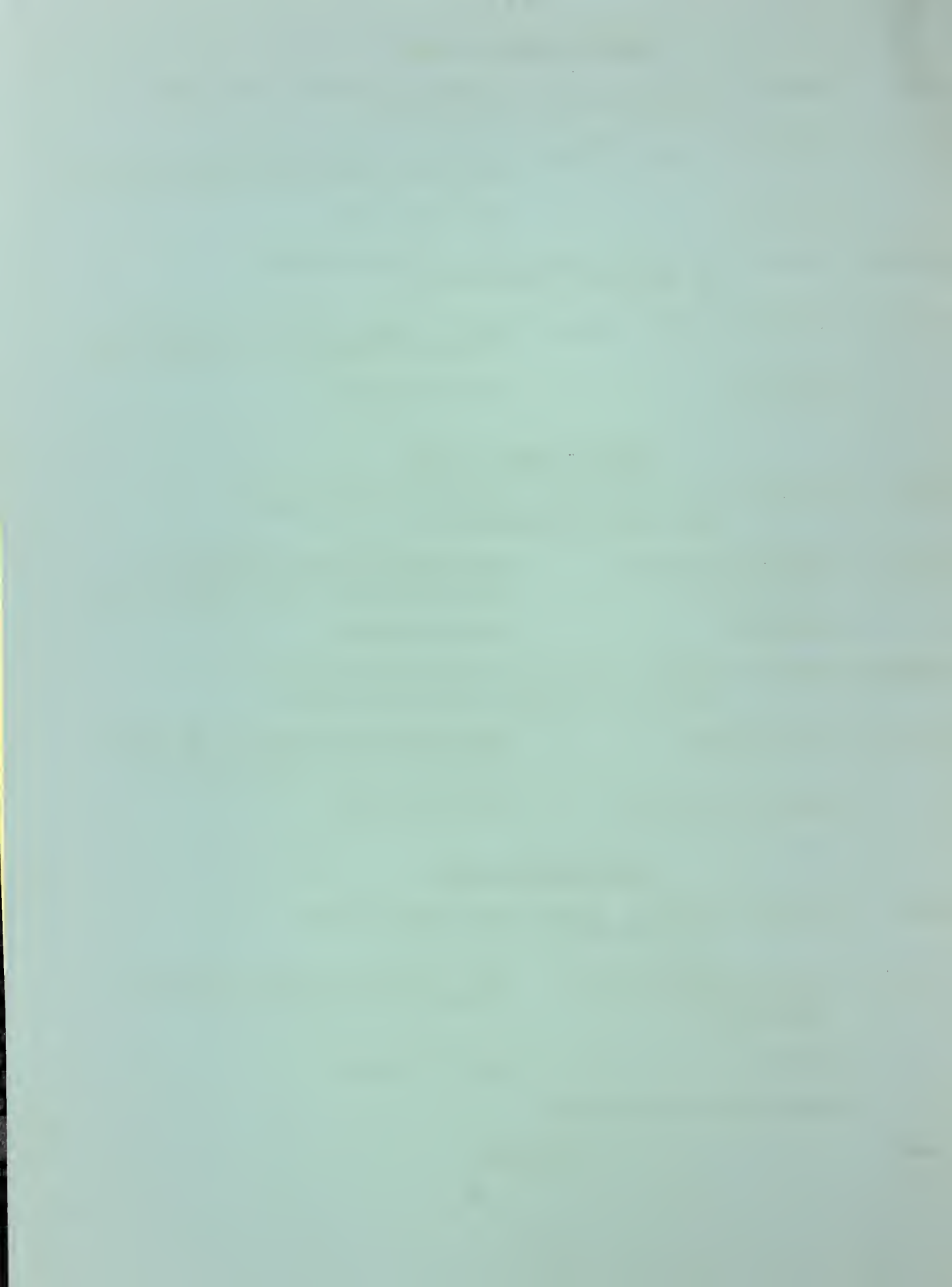
MORNING - Presiding: George E. Whitham, County Agent Leader
Extension Service, Connecticut

8:30 A.M. Role and Responsibility of Kermit Morrissey, Budget Commissioner
Agency Manager in Commonwealth of Massachusetts
Government

Discussion All Participants

Presentation of Certificates

12 Noon ADJOURNMENT



NEW ENGLAND TAM (TRAINING IN ADMINISTRATIVE MANAGEMENT) WORKSHOP

Littauer Center, Harvard University
Cambridge, Massachusetts
April 4 - 8, 1960

AGENCY

PARTICIPANTS

REA	Herman A. Kruger, Field Representative, Loans and Operations, New Hampshire
AMS	William J. Wallis, Meat Grading Main Supervisor, Livestock Division, New York A. C. Hackendorf, Agricultural Statistician, Agricultural Estimates Division, Massachusetts J. Lewis Maness, Officer in Charge, Inspection Branch, Fruit and Vegetable Division, Massachusetts John E. O'Neil, Officer in Charge, Market News Branch, Fruit and Vegetable Division, Massachusetts
FHA	Mrs. Mae D. Plourde, Administrative Assistant, Maine Sinclair F. Kenney, Chief, Program Operations, New Hampshire
FS	Leroy K. Kelley, Staff Assistant, White Mountain National Forest, N. H. M. R. Mulholland, Area Leader (N.H.-Me.) Forest Pest Control, Maine Paul A. Shaw, Jr., Staff Officer, Green Mountain National Forest, Vermont Charles G. Bartlett, Assistant Ranger, White Mountain National Forest, New Hampshire
ES	Kenneth E. Barraclough, Extension Forester, New Hampshire Gregory Curtis, County Agricultural Agent, Middlesex County, Connecticut Merle Howes, Head, Extension Division of Youth Work, Massachusetts Albert H. Fuller, Director, Hampden County Extension Service, Massachusetts Edward Knapp, Manager, Cape Cod Extension Service, Massachusetts Stacy R. Miller, Administrative Assistant, Extension Service, Maine
SCS	Dirk van der Voet, Soil Scientist, New Hampshire Christopher G. Moustakis, Work Unit Conservationist, Middlesex County, Massachusetts Arnold Pitman, Soil Conservationist, Vermont
ASC	Miss Margaret Sweeney, Program Assistant, Connecticut Joseph Scungio, Program Reviewer, Rhode Island-Vermont-Mass.-Conn., R. I. Donald Davis, Farmer Fieldman, New Hampshire Warren I. Brown, Program Reviewer, Maine-New Hampshire, Maine Clifford H. Carlson, Farmer Fieldman, Massachusetts George Hart, Farmer Fieldman, Vermont Leon H. Cote, Farmer Fieldman, Maine
CSS	Harris W. Soule, Northeast Area Director, Washington, D. C.

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NEW ENGLAND TAM (TRAINING IN ADMINISTRATIVE MANAGEMENT) WORKSHOP
Littauer Center, Harvard University
Cambridge, Massachusetts
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REPORT OF PROCEEDINGS AND EVALUATION

This report of proceedings will be somewhat different from most of the workshop and institute reports we have been privileged to review. At the original meeting of the Planning Committee for this workshop it was generally agreed that a detailed report covering briefs of each speaker's subject would be useful only to people planning future workshops and would not be particularly useful to the participants. The Planning Committee further felt that the workshop was being conducted for participants and that as much time as possible should be given to improving management skills and a broader understanding of USDA. Time spent by participants in summarizing and briefing subjects discussed did not seem to be in line with the objectives of the workshop.

The Planning Committee did make an early decision to provide for an evaluation of the workshop by the participants, but rather than a daily evaluation, it was decided this evaluation should be for the entire session. A part of this report of proceedings will deal specifically with the questions asked to determine the effectiveness of the workshop.

The agenda for this workshop was purposely restricted by the Planning Committee to four of the major principles of good management. This restriction enabled a full day's session on each of the four selected, with two speakers on each subject our goal. Unfortunately, it was impossible to attain our original goal; therefore, only communications and human relations received the full one-day treatment. In an effort to present as much material as possible designed to improve management skills, the committee further restricted the

second objective of the workshop and, in fact, almost decided to omit any session on broader understanding of USDA. In view of the evaluation by the participants, it is obvious that the Planning Committee erred in this decision. Now, we are convinced any future workshop involving inter-agency participation should include a formal session on a broader understanding of USDA early in the session.

There seems to be a definite need for a session on the first day designed principally to becoming acquainted with each other to the end that all will participate more freely in the sessions to follow. It was quite obvious that the first speaker had difficulty in getting the group to "warm up." This is not a criticism of the speaker, since he did everything in his power to encourage group participation.

A review of the subjects covered in the various sessions, together with the name and position of the main speaker on the subject, will give a pretty good idea of the subject matter covered in each of the sessions. All speakers were well qualified in the subject matter assigned, although some obviously were more effective in their presentation than others. Although it does not appear on the agenda, about two hours were spent on Tuesday afternoon in a discussion led by Harris W. Soule, Northeast Area Director, CSS, on A Broader Understanding of USDA. Furthermore, one evening session lasting two hours featured a ten-minute presentation by representatives of each agency on their specific functions in USDA. Both of these sessions were attended by all participants and, as the evaluation will indicate, were appreciated. At the close of the Thursday session evaluation questionnaires were distributed to all participants. Participants were requested to complete the questionnaire not later than the close of the session on Friday. Twenty-seven of the twenty-eight participants completed the evaluation questionnaire.

A summary of this questionnaire follows:

1. Do you think this TAM Workshop was well balanced from the standpoint of subject matter discussed?

All twenty-seven participants stated they considered the workshop well balanced. Since all twenty-seven answered Yes to this question, the second question of "If your anser is No where would you have changed the emphasis?" was not answered.

3. What, in your opinion, was the most important subject discussed?

This question resulted in a variety of answers. As commonly happens, one individual indicated that all subjects were important; others, in order of the number of votes cast, felt Principles of Human Relations, Fundamentals of Management, and Principles of Communication were the three most important subjects discussed.

4. Which speaker did the best job of presenting his subject?

This question was asked as a check on Question 3. From the answers it appears there is a direct relationship between the speakers named and the subjects named. Our analysis of these answers would indicate that the speakers who were most familiar with their subjects and presented them in an interesting, informal manner, making use of visual aids, were singled out as the outstanding speakers.

5. What, in your opinion, was the least important subject discussed?

Although there was some difference of opinion, including four who expressed the opinion that no one subject was least important, the majority felt that the session on Improving Internal Communications was the least important. The evaluation would indicate that perhaps the subject was not least important, but the manner of presentation was such that the subject was uninteresting. It would also indicate that the speaker failed to relate his subject matter to any situations which participants had experienced; in short, he failed to communicate.

6. Which speaker, did you feel, could have given more information?

This question apparently was one which was interpreted in various ways by various participants. Many of the participants indicated that the speaker they considered the most outstanding was also the same speaker who could have given more information. This was merely an indication that the participants could have listened to the outstanding speakers for a much longer time than they did. Obviously, many participants listed the speaker on Improving Internal Communications as being the one who could have given more information.

7. Was there enough time for discussion?

Twenty-five of the twenty-seven participants felt there was ample time for discussion. Most participants indicated each session ended on a high point. This would indicate to the Planning Committee that the discussion period was neither too short nor too long. We believe that participants would not have felt the sessions ended on a high point had the discussion dragged out.

8. Was the time spent at the workshop worthwhile?

This question was designed to satisfy the ego of the Planning Committee. Since this was its purpose and since all twenty-seven agreed that the time spent was worthwhile with such adjectives as "Very Much," "Definitely," and "Extremely," being used, the Planning Committee's ego is now satisfied.

9. Do you have any constructive suggestions for improving similar workshops?
and

10. Any other comments you would care to make.

These questions were designed to give suggestions and recommendations for future workshops. Following is a list of the suggestions made:

- a. There should be a session near the end of the workshop for summarization.
- b. More emphasis should be placed on how to use the information received in relation to each participant's own job.
- c. The case method, with problems peculiar to USDA agencies, should receive more emphasis.
- d. The more important material presented should be reproduced or the speakers should furnish an outline of their remarks.
- e. More speakers should have used the technique of "buzz" sessions.
- f. There should be a more careful screening of industry representatives selected to present material.
- g. Evening sessions should be eliminated.
- h. Name tags should be used at least early in the session.
- i. Better projection equipment was needed. (This comment is peculiar to this workshop,--the machine was no good.)
- j. There should be a refresher for all participants of two or three days every two or three years.
- k. An opportunity should be afforded other USDA personnel to participate in similar workshops.
- l. More time should be spent in discussing the activities of the different agencies represented.

In general, comments from a majority of participants indicated that the organization, timing, agenda, and facilities for this workshop were excellent. The Planning Committee is pleased with the results and believes the effort was well worth while.

REPORT ON
PLANNING PHASE OF THE WORKSHOP

On September 30, 1959, graduates of the Massachusetts Training in Administrative Management Institute--Jack Barrick, Soil Conservation Service, Vermont; W. C. Ferrall, Agricultural Research Service, Massachusetts; H. Sidney Vaughan, Extension Service, Massachusetts, and Leslie C. Kimball, Agricultural Stabilization and Conservation, Massachusetts--met to discuss plans for conducting a New England-wide TAM Workshop. At this meeting a Planning Committee was set up. This committee was composed of individuals representing all agencies of USDA in New England and included many who had planned or participated in a similar workshop conducted in 1955.

The membership of this committee was as follows:

Leslie C. Kimball, Chairman, Agricultural Stabilization and Conservation, Massachusetts
H. Sidney Vaughan, Secretary, Extension Service, Massachusetts
Donald P. Allan, Extension Service, Massachusetts
Jack Barrick, Soil Conservation Service, Vermont
G. W. Breed, Agricultural Research Service, Maine
W. C. Ferrall, Agricultural Research Service, Massachusetts
Joseph A. Horn, Agricultural Stabilization and Conservation, New Hampshire
L. J. Peet, Soil Conservation Service, Vermont
Benjamin Isgur, Soil Conservation Service, Massachusetts
Charles W. Turner, Extension Service, Massachusetts
George E. Whitham, Extension Service, Connecticut

The first meeting of this Planning Committee was held on December 2, 1959, and monthly meetings followed. All members participated in the planning for and development of the workshop.

Most of the details and arrangements necessary for the success of the workshop, however, were carried out by H. S. Vaughan, W. C. Ferrall, George Whitham, Joseph Horn and Charles Turner. These five men, together with the Chairman, devoted many hours of their time to arranging for facilities and obtaining speakers.

